THE ELECTION'S OVER! NOW WHAT?

A GUIDE
TO BRIEFING COUNCILLORS

ON THE
ORGANIZATION AND PROCESSES
OF MUNICIPAL GOVERNMENT
IN NOVA SCOTIA

MMTDB

October 1991

This publication has been printed entirely on recycled paper.

THE ELECTION'S OVER! NOW WHAT?

A GUIDE TO BRIEFING COUNCILLORS ON THE ORGANIZATION AND PROCESSES OF MUNICIPAL GOVERNMENT IN NOVA SCOTIA

Editor: Don Smeltzer

A co-operative undertaking of:

Union of Nova Scotia Municipalities

Association of Municipal Administrators, Nova Scotia

Nova Scotia Department of Municipal Affairs

Centre for Public Management, Henson College

and

Maritime Municipal Training and Development Board

October 1991

BACKGROUND

In 1984, a Post-Election Orientation Committee was established to develop a useful and practical guide which would assist municipal administrators in their planning for, and conducting of, orientation sessions for newly elected councillors. The Committee was comprised of representatives from the Union of Nova Scotia Municipalities, the Department of Municipal Affairs, the Association of Municipal Administrators of Nova Scotia, Henson College of Public Affairs and Continuing Education, and the Maritime Municipal Training and Development Board.

The Post-Election Orientation Committee met for discussion over a period spanning more than a year and the eventual product of its labour was the development of *A Guide to Familiarizing Councillors on the Organization and Processes of Municipal Government*. Published in conjunction with the fall 1985 municipal elections, the guide was distributed without charge to all municipalities within the Province. The publication was enthusiastically received by municipal officials and played an important role in furthering the development of meaningful orientation experiences for new councillors.

In preparation for the 1988 municipal elections, a second edition of the Guide was prepared and published. While not substantially different from the first edition, the 1988 publication contained some important refinements. Among the changes was a recognition that a successful orientation session requires the contribution of both staff and elected officials and that the experience of the incumbent elected official is, in itself, an important resource for new councillors.

92-04433/

The following persons contributed freely of their time in the preparation of the first and second editions:

Ioan Astle
Neville Glover
Jack Novack
Shingai Nyajeka
Ken Simpson
Don Smeltzer
Sherman Zwicker

This third edition represents a further refinement from the first and second editions. It has been newly titled, *The Election's Over! Now What?*, and maintains as its subtitle, *A Guide to Briefing Councillors on the Organization and Processes of Municipal Government in Nova Scotia*. The style and format is similar to the *Post-election Review* publication for Prince Edward Island municipal officials which was prepared by the MMTDB in October 1990 and which, itself, borrowed from the two earlier Nova Scotia editions. Both the Nova Scotia and Prince Edward Island publications are now serving as models for the development of similar guides for the New Brunswick anglophone and francophone municipal communities.

The following members of the Nova Scotia Orientation 91 Committee have acted as a review body for the contents of *The Election's Over! Now What?*:

Moira Ducharme
Michelle MacFarlane
Peter Newbould
Jack Novack
Cathleen O'Grady
Melissa Raymond
Leon Robertson
Ken Simpson
Don Smeltzer

In addition to the above committee members, Shingai Nyajeka of the Department of Municipal Affairs provided helpful comment.

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INTRODUCTION

The importance of orientation sessions cannot be overemphasized. When properly organized, they provide an opportunity for newly elected officials, and for persons who have been on council for some time, to ask questions and to receive information about the workings of municipal government. The sessions also provide a unique opportunity for senior staff of the municipality to explain the operations of their department or agency and to acquaint councillors with important issues or concerns which may be outstanding. The successful "coming together" of the elected and appointed officials, through the orientation process, can lay the foundation for an ongoing attitude of frank discussion, trust, and teamwork between the policy-making and administrative arms of government. These attitudes are essential for good government and, when present, help make the challenges and frustrations of work at the municipal level a more enjoyable experience for all.

The Election's Over! Now What? is intended by its authors to serve as a reference for municipal officials when planning orientation or briefing sessions for newly elected councillors. It provides municipal decision-makers with a basic framework around which post-election briefing sessions may be organized.

ORGANIZING THE ORIENTATION SESSION

You are encouraged to consider the following steps as part of the planning process when organizing an orientation session for newly elected municipal officials:

Step One Discuss the idea of holding an orientation session(s) with **all** councillors and senior staff members. Generally, a full-day session should be held as soon after the municipal elections as possible.

Step Two Determine the number and length of meetings which will be necessary.

Step Three Establish a date and time for the orientation session.

Step Four Arrange for appropriate meeting space. Participants should be made to feel at ease in a comfortable and informal environment. Plan for a light lunch during the session.

Step Five Prepare an agenda for circulation prior to the orientation session.

Step Six Arrange to have on hand the equipment necessary for effective presentation of the information (i.e. overhead projector, screen, microphone, etc.).

Step Seven In addition to senior staff members, you may wish to invite other resource persons, including commission chairmen, former elected officials, your solicitor, auditor, provincial officials, or other guest speakers to participate in the orientation session.

Step Eight Ensure that a well-organized package of information is prepared to be handed out to councillors.

ROLES, RESPONSIBILITIES AND REPORTING RELATIONSHIPS

A clear understanding of the respective roles and responsibilities of elected and appointed officials is essential to the well-ordered operation of every municipal unit, as is an understanding of appropriate reporting relationships. An overview of roles, responsibilities and reporting relationships should be included in any orientation session which is organized for new councillors. An organization chart which indicates the reporting relationships in your municipal unit, and a listing which outlines the corresponding roles and responsibilities of council and staff, will prove valuable tools for review. With this in mind, a listing of roles and responsibilities of council and of senior staff has been summarized and is included for reference information as Appendix A and Appendix B. This information has been extracted from the MMTDB publication, *It's Your Choice! A Model for Decision-making in Local Government*. An example of an organizational chart is also provided as Appendix C.

The following are some of the questions you may wish to have addressed during this part of the orientation session:

- *Why is it important for both elected and appointed officials to have a clear understanding of each others' roles and responsibilities?*
- *What is the role of council?*
- *What is the role of staff?*
- *What is the role and responsibility of the Province, and in particular, the Department of Municipal Affairs in relation to Nova Scotia local government?*
- *What is our municipality's organization structure and how does it work?*
- *What are the implications of not following the proper reporting procedures?*
- *Are current reporting relationships satisfactory?*
- *Who is the spokesman for our municipality?*

APPENDIX A

Roles and Responsibilities of Council

Roles and responsibilities of council include:

- Establishing the direction of the municipality
- Approving budgeted allocations
- Providing leadership
- Setting tax rates
- Establishing priorities
- Ensuring residents are provided with an appropriate mix of services
- Approving policies
- Approving the operating structure for the municipality
- Staffing the organization
- Adopting bylaws, resolutions, and policies
- Maintaining good public relations
- Evaluating senior management
- Ensuring that municipal employees are provided with competitive salaries and benefits
- Correcting organizational deficiencies

APPENDIX B

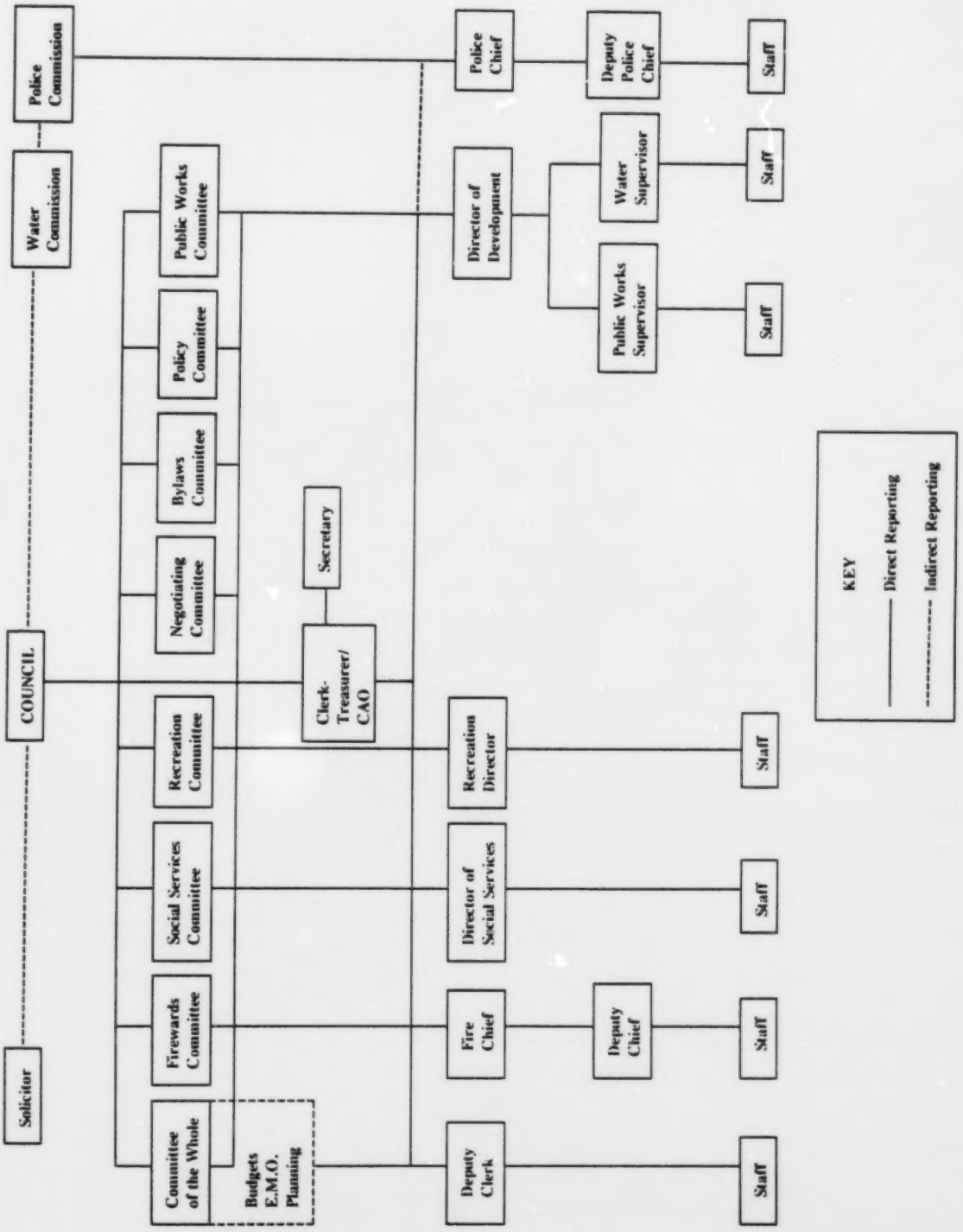
Roles and Responsibilities of Senior Staff

Roles and responsibilities of senior staff include:

- Understanding and appreciating the democratic system
- Understanding and appreciating the management function
- Acting as a resource to council and providing advice
- Implementing and administering approved policies of council
- Informing council and its boards and committees of possible options, alternatives, and implications
- Managing the organization; undertaking day-to-day tasks
- Providing leadership in short- and long-range planning
- Managing personnel
- Providing appropriate leadership to staff; praising, correcting, and rewarding
- Ensuring staff development
- Managing fiscal resources
- Communicating effectively
- Preparing draft policies, programs, and budgets
- Responding to public enquiries; advising on policies
- Maintaining up-to-date knowledge of new developments
- Evaluating policies, programs, and staff

APPENDIX C

EXAMPLE OF A MUNICIPAL ORGANIZATIONAL CHART



DEPARTMENTS

In order to acquaint newly elected councillors with your municipality's departmental structure and functions, it will be helpful if each councillor is provided with:

- a listing of all municipal departments;
- a summary of each department's principal function;
- the names and positions of senior members of your municipal staff; and
- a listing of other organizations and departments of government with which your municipality maintains a working relationship. The names of key personnel should be included.

Arrangements should be made for each department head to participate in the orientation session and to brief councillors on the operations of the department for which he/she has individual management responsibility. Each department head should strive to provide a high-quality presentation and the length of time which has been set aside for presentation and discussion should be consistent throughout the orientation session.

COMMITTEES

Committees are an integral part of municipal government, but may vary in their size, number, and responsibilities, depending upon the municipality. Following are some of the questions which should be discussed under the subject of Committees:

- *What is the purpose and nature of committees within your municipality?*
- *How and when are committees formed?*
- *What committees are in place in your municipality?*
- *What are each committee's terms of reference?*
- *What is meant by Committee of the Whole and how does it work?*
- *What is the difference between a standing committee and a special committee?*
- *How are committee appointments made within your municipality?*
- *How often do committees meet and what committee meetings, if any, are open to the public?*
- *How are committees interrelated, e.g. Finance and all other committees?*

A list of all committees which exist in your municipal organization, together with information on each committee's responsibility, should be provided to all councillors as part of the orientation process.

MEETINGS

Attending meetings is an important and time-consuming activity in the day-to-day life of municipal officials. The following are suggested as some of the questions newly elected councillors may want to ask about meetings:

- *What meetings is it necessary to attend? When and where are they normally held?*
- *Are meetings and minutes open to the public?*
- *What information will be distributed prior to a meeting?*
- *How long do meetings normally last?*
- *Is there payment for attendance at meetings?*
- *How are agendas put together?*
- *Do councillors have to be familiar with Parliamentary Procedures or Rules of Order?*
- *What are the duties of the Chairperson?*
- *What are the duties of staff at meetings?*

BUDGETS

Approval of operating budgets is an important activity in which all councillors are involved. Among the questions which should be considered during the orientation session are the following:

- *What is the time frame for the budgeting process?*
- *Who is in charge of the budgeting process?*
- *What is the involvement of:*
  - *Department Heads?*
  - *Director of Finance?*
  - *CAO/Clerk-Treasurer?*
  - *Councillors?*
  - *Public?*
- *When and how are the Committees of Council involved?*
- *When is the Finance Committee involved?*
- *At what stage does the Council, as a body, deal with the budget?*
- *What budgeting techniques are used (e.g. Zero-Based Budgeting)?*
- *What are the primary considerations in preparing the budget?*
- *Are there any idiosyncrasies respecting the budget?*
- *Are there any specific policies in place respecting the budget?*
- *How does provincial legislation affect budget preparation?*
- *What is the format for the budget?*
- *How detailed is the budget?*
- *What kind of budget report is prepared?*

- *In point form, what are the steps followed in the process from beginning to end?*
- *How does assessment fit into the budgeting picture?*
- *How are the tax rates calculated?*
- *Why are there two tax rates (residential and commercial)?*

A diagram may be helpful in promoting a clear understanding of the budgeting process.

PROBLEMS

The following represent some problems areas that a councillor may encounter in the performance of his or her elected functions or as a result of enquiries or complaints from the public. A brief commentary concerning each of these problem areas is included as Appendix D.

- flooded basement
- inefficient staff member
- friend asks you to use your influence to obtain a job for a family member
- complaints regarding taxes and assessment
- problems with stray animals
- odours from farm operations
- sewage complaints
- attempting to have building permits approved

It is suggested that you identify additional problem areas specific to your own municipality and prepare a commentary on each to discuss with councillors during the orientation process.

APPENDIX D

Sample Commentary on Problem Areas

1. **Flooded Basements** - Elected officials will receive complaints regarding flooded basements. It is suggested that this be referred through the senior administrative officer to the appropriate municipal employee so that he/she may carry out an inspection to determine the cause and also to determine if it is the responsibility of the owner or the municipality.

2. **Inefficient Staff Member** - This complaint should be referred to the senior administrative officer of the municipality for investigation.

3. **Friend Asks You to Use Your Influence to Obtain a Job for a Family Member** - A councillor may be faced with this request and it should be the councillor's position that all applications are considered on the basis of qualifications and experience, in order to obtain the best person for a given position. Any attempt to influence the employment process could jeopardize a councillor's position and working relationship with council. It can also undermine existing staff morale.

4. **Complaints Regarding Taxes and Assessment** - Councillors will receive, from time to time, complaints from ratepayers regarding tax rates and assessment notices. Councillors should be familiar with all general tax rates, area tax rates, and the relationship between assessment and taxation.

5. **Problems with Stray Animals** - An elected official will receive complaints regarding stray dogs and farm animals. The councillor should contact the senior administrator. Appropriate staff will be instructed to investigate and solve the problem.

6. **Odours from Farm Operations** - Elected officials may receive complaints about odour from farm operations which are adjacent to residential development. This matter should be passed on to municipal staff for investigation.

7. **Sewage Complaints** - The elected official will receive complaints regarding problems with sewage. These matters should be referred to appropriate staff as soon as possible.

8. **Attempting to Have Building Permits Approved** - Elected officials will be faced with the problem of residents attempting to have the councillor's support of a building permit that has been turned down by the building inspector. This matter should be referred through senior staff to the building inspector, asking him/her to furnish a report to council regarding this permit.

Having brought a particular matter to the attention of senior staff, councillors are entitled, or should expect, to receive a follow-up report on the action which has been taken.

PUBLIC RELATIONS

Maintaining good public relations is important to any municipality. When conducting an orientation session, you may wish to include the following questions as part of the discussion process:

- *What is public relations?*
- *Why is good public relations important?*
- *Who acts as spokesperson for your council?*
- *What role does the administration play in public relations?*
- *What is the normal relationship of your council/administration with the media?*
- *What is your council's policy respecting the release of information?*

RESOURCE MATERIALS TO HAND OUT TO COUNCILLORS

While the paper flow often seems to be endless in a municipality, it is better to provide too much information than not enough. Accordingly, consideration should be given to adding the following to the resource information to be presented to new councillors:

- A list of all bylaws of the municipality and information as to their access
- Minutes of the last three meetings of council and of any committees to which councillors are appointed
- A copy of your municipal personnel policy and procedure manual
- A copy of your municipality's Information Manual
- A copy of the current year's Annual Operating and Capital Budget
- A copy of the previous year's Audited Financial Statements
- Motions card; *Motions: Table of Precedence for Municipal Councillors* (MMTDB)
- Questions card; *Questions to Consider When Making Decisions About Municipal Programs* (MMTDB)
- *A Guide to Local Government in Nova Scotia* (latest edition)
- *It's Your Choice! A Model for Decision-making in Local Government* (1991 publication of the MMTDB)
- A recent copy of the Union of Nova Scotia Municipalities' *Municipal Open Line*
- A recent copy of the Maritime Municipal Training and Development Board's *The Boardroom Files* (a journal for municipal decision-makers)
- A copy of the Centre for Public Management's most up-to-date information calendar

VIDEO RESOURCES TO CONSIDER

In 1988, the Union of Nova Scotia Municipalities, in co-operation with the Department of Municipal Affairs and the MMTDB, provided all municipal units in Nova Scotia with a complimentary copy of the video, *Local Government: The Team in Action*. This 35-minute, colour presentation addresses some of the most commonly identified problem areas in local government:

- Council-Staff Relations
- Teamwork
- Communication
- Goal Setting

Local Government: The Team in Action, has been used in many municipalities throughout Canada to encourage meaningful discussion among councillors and senior staff, on these important topic areas. As part of the briefing process for new councillors in Nova Scotia, consideration should be given to arranging a time and location for group viewing of the video and discussion of its contents.

If your municipality does not currently have a copy of the video, *Local Government: The Team in Action*, a copy may be obtained by contacting the MMTDB. For municipalities which operate in the French language, the video, *À L'ÉCOUTE DU FUTUR : une équipe municipale dynamique*, is available.

IMPORTANT SOURCES OF INFORMATION

There are a number of government, quasi-government, and educational organizations which provide various forms of assistance, training, counsel, and advice to local governments. The following organizations are of particular importance:

Nova Scotia Department of Municipal Affairs (DMA)

Objective: To provide municipalities in Nova Scotia with advice, guidance and assistance. The Department administers various financial programs and provides a uniform and equitable system of property assessment for municipal governments. It also administers the Planning Act, the Building Code Act, and Provincial Subdivision Regulations in certain municipal units in the Province.

Contact: Deputy Minister's Office • telephone (902) 424-4100
• facsimile (902) 424-0581

Maritime Centre, 1505 Barrington Street, P.O. Box 216, Halifax, Nova Scotia, B3J 2M4

Union of Nova Scotia Municipalities (UNSM)

Objective: Representing municipal units in the Province, the UNSM promotes discussion, identifies problems, carries out research, and undertakes such actions as are considered in the best interests of Nova Scotia municipalities, and provides a strong and united front in matters of common concern.

Contact: Ken Simpson, Executive Director • telephone (902) 423-8331
• facsimile (902) 425-5592

Suite 132-136, Roy Building, 1657 Barrington Street, Halifax, Nova Scotia, B3J 2A1

Association of Municipal Administrators, Nova Scotia (AMA,NS)

Objective: Representing senior municipal administrative officials, the AMA,NS seeks to advance the quality of administration in municipal government; to promote professional standards of performance in the municipal public service; to liaise with other interested organizations; and to upgrade the quality of service to members through courses of study.

Contact: Janice Wentzell, Administrative Director • telephone (902) 423-2215
• facsimile (902) 425-5592

Suite 136, Roy Building, 1657 Barrington Street, Halifax, Nova Scotia, B3J 2A1

Nova Scotia School Board Association (NSSBA)

Objective: Exists to serve school boards throughout the province and works with school boards on issues of province-wide concern.

Contact: Stan Surette, Executive Director • telephone (902) 420-9191
• facsimile (902) 429-7405

2000 Barrington Street, Cogswell Tower, Suite 1204, P.O. Box 605, Station "M", Halifax, Nova Scotia B3J 2R7

Centre for Public Management, Henson College, Dalhousie University (CPM)

Objective: To provide a program of in-service continuing education, issue and problem-oriented research, and related consulting services for government, with a particular emphasis on local government.

Contact: Jack Novack, Director • telephone (902) 494-2526
• facsimile (902) 494-2598

Henson College of Public Affairs and Continuing Education, Dalhousie University, 6100 University Avenue, Halifax, Nova Scotia, B3H 3J5

Maritime Municipal Training and Development Board (MMTDB)

Objective: To assist municipal officials, educational institutions, government departments, and professional associations to improve the quality of administration and decision-making in Maritime local government.

Contact: A. Donald Smeltzer, Executive Director • telephone (902) 494-3712
• facsimile (902) 494-1961

6100 University Avenue, Halifax, Nova Scotia, B3H 3J5

Federation of Canadian Municipalities (FCM)

Objective: Representing, at a national level, the interest of local government in Canada, the FCM acts as spokesman for Canadian local governments and as a clearinghouse for the collection, exchange, and dissemination of statistical data and information on Canadian municipal practices and procedures.

Contact: Jim Knight, Executive Director • telephone (613) 237-5221
• facsimile (613) 237-2965

24 Clarence Street, 2nd Floor, Ottawa, Ontario, K1N 5P3

Intergovernmental Committee on Urban and Regional Research (ICURR)

Objective: To facilitate the exchange of information, opinions, and views on urban, rural, and regional planning issues and to provide a focus for the development of policies on settlement change in Canada. ICURR's documentation centre, on-line database, conference and research program are the key tools used in meeting this objective.

Contact: Gilbert Héroux, Executive Director • telephone (416) 973-5629
• facsimile (416) 973-1375

150 Eglinton Avenue East, Suite #301, Eglinton, Ontario, M4P 1E8

Newly elected municipal officials will benefit from a knowledge of the important resources which are available from, and through, these organizations.

RELEVANT LEGISLATION

A municipality receives its authority through provincial statutes and is empowered to create its own bylaws and ordinances. It would be appropriate to approach this duality by providing newly elected officials with some information on provincial statutes and on your municipality's own bylaws. Consideration should be given to having your municipal solicitor conduct this portion of the orientation session.

During the orientation process, it will be helpful if some of the key bylaws which govern the affairs of your municipality are identified. Councillors should also be made aware of important provincial legislation which affects municipalities.

For background information, a listing of many of the Acts of the Provincial Legislature which impact on municipalities in Nova Scotia is provided as Appendix E.

APPENDIX E

Statutes Relating to Municipalities of Nova Scotia

This listing may not be complete, but it is intended to cover those public statutes that make specific or general provisions for municipalities as a whole.

The listing does not extend to laws of general application such as the Labour Standards Code and the Occupational Health and Safety Act, nor to private and local acts that relate to a local organization or apply only in a restricted area.

Unless otherwise indicated, all chapters are with reference to the 1989 Revised Statutes of Nova Scotia (R.S.N.S.). For example, Agriculture and Marketing Act, c. 6, refers to Agriculture and Marketing Act, R.S.N.S. 1989, c. 6.

- A -

Agriculture and Marketing Act, c. 6
Alternative Penalty Act, S.N.S. 1989, c. 2
Angling Act, c. 14
Apprenticeship and Trades Qualifications Act, c. 17
Artists Municipal Tax Exemption Act, S.N.S. 1990, c. 2
Assessment Act, c. 23
Atomic Energy of Canada Limited Tax Sharing Act, c. 27

- B -

Beaches Act, c. 32
Brucellosis Control Act, c. 44
Building Access Act, c. 45
Building Code Act, c. 46

- C -

Cattle Pest Control Act, c. 61
Cemetery and Funeral Services Act, c. 62
Children's Services Act, c. 68
Common Fields Act, c. 78
Community Act, c. 80
Condominium Act, c. 85
Constables Act, c. 87
Corrections Act, c. 103
Costs and Fees Act, c. 104
County Court Act, c. 106
Court Houses and Lockup Houses Act, c. 109
Credit Union Act, c. 111

- D -

Day Care Act, c. 120
Deed Transfer Tax Act, c. 121
Ditches and Water Courses Act, c. 132

- E -

Education Act, c. 136
Education Assistance Act, c. 137
Education of the Blind Act, c. 138
Emergency Measures Act or EMO (N.S.) Act, c. 145
Environmental Protection Act, c. 150
Expropriation Act, c. 156

- F -

Family Court Act, c. 159
Family Maintenance Act, c. 160
Fences and Detention of Stray Livestock Act, c. 166
Fences and Impounding of Animals Act, c. 167
Ferries Act, c. 168

Fire Department Two Platoon Act, c. 170
Fire Prevention Act, c. 171
Fireworks Act, c. 172
Forests Act, c. 179

- G -

Gas Utilities Act, c. 182

- H -

Health Act, c. 195
Heritage Property Act, c. 199
Homemakers Services Act, c. 201
Homes for Special Care Act, c. 203
Hospitals Act, c. 208
Housing Act, c. 211
Housing Development Corporation Act, c. 213

- I -

Industrial Commissions Act, c. 221
Industrial Estates Limited Act, c. 223

- J -

Juries Act, c. 242
Justices of the Peace Act, c. 244

- L -

Land Titles Clarification Act, c. 250
Libraries Act, c. 254
Liquor Control Act, c. 260
Livestock Health Services Act, c. 262
Louisbourg District Planning and Development Commission Act, c. 267

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Marshland Reclamation Act, c. 274
Merchandise Inspection Act, c. 283
Metropolitan Authority Act, c. 285
Mineral Resources Act, c. 286
Motor Carrier Act, c. 292
Motor Vehicle Act, c. 293
Municipal Act, c. 295
Municipal Affairs Act, c. 296
Municipal Board Act, c. 297
Municipal Boundaries and Representations Act, c. 298
Municipal Conflict of Interest Act, c. 299
Municipal Elections Act, c. 300
Municipal Finance Corporation Act, c. 301
Municipal Fiscal Year Act, S.N.S. 1990, c. 19
Municipal Grants Act, c. 302
Municipal Hospitals Loan Act, c. 303
Municipal Housing Corporations Act, c. 304
Municipal Loan and Building Fund Act, c. 305

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Night Courts Act, c. 310

- O -

Ombudsman Act, c. 327

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Parks Development Act, c. 332
Peggy's Cove Commission Act, c. 339
Pest Control Products (Nova Scotia) Act, c. 341
Pipeline Act, c. 345
Planning Act, c. 346
Police Act, c. 348

Police Services Act, c. 349
Power Corporation Act, c. 351
Private Ways Act, c. 358
Prothonotaries and Clerks of the Crown Act, c. 364
Public Highways Act, c. 371
Public Offices and Officers Act, c. 373
Public Records Act, c. 374
Public Records Disposal Act, c. 375
Public Utilities Act, c. 380

- R -

Regional Transit Act, c. 389
Registry Act, c. 392
Retail Business Uniform Closing Day, c. 402
Rio Algom Limited Municipal Tax Act, c. 403
Rural Electrification Act, c. 405
Rural Fire District Act, c. 406
Rural Telephone Act, c. 407

- S -

Scalers Act, c. 411
School Boards Act, S.N.S. 1991, c. 6
School Loan Fund Act, c. 413
Senior Citizens' Secretariat Act, c. 420
Senior Citizens' Social Services Act, 1972, c. 421
Settlement Act, c. 423
Sheep Protection and Dog Regulation Act, c. 424
Sheriffs Act, c. 426
Shopping Centre Development Act, c. 427
Small Claims Court Act, c. 430
Social Assistance Act, c. 432
Special Places Protection Act, c. 438
Standard Hose Coupling Act, c. 439
Stray Animals Act, c. 448
Summary Proceedings Act, c. 450

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Theatres and Amusements Act, c. 466
Towns Act, c. 472
Treasure Trove Act, c. 477

- V -

Village Service Act, c. 493

- W -

Water Act, c. 500
Weed Control Act, c. 501
Wharves and Public Landings Act, c. 503

A FINAL NOTE

There are other areas not covered in this publication which you will very likely identify as appropriate to include in your orientation session. We hope, however, that the information provided will help to chart a direction for you. Please feel free to forward any comments and suggestions you may have concerning this publication to:

1991 Post-Election Orientation Committee
c/o Maritime Municipal Training and Development Board (MMTDB)
6100 University Avenue
Halifax, Nova Scotia
B3H 3J5

or call the MMTDB at (902) 494-3712 or 494-1463.